

ClimateQUAL Survey 2015: A Summary

Between February 24th, 2015 and March 15th, 2015, employees of the Library at the University of Illinois Urbana-Champaign were invited to participate in the ClimateQUAL: Organizational Climate and Diversity Assessment survey. A Climate Survey Working Group¹ was formed in March 2014 to investigate the feasibility of doing a climate survey for the University Library. With the support and encouragement of the Dean of Libraries, this group determined that the University Library should implement the ClimateQUAL®² Survey administered by the Association of Research Libraries (ARL).

ClimateQUAL®: Organizational Climate and Diversity Assessment “is an assessment of library staff perceptions concerning (a) their library's commitment to the principles of diversity, (b) organizational policies and procedures, and (c) staff attitudes.” There were several benefits in having the University Library administer ClimateQUAL®: 1.) the Library would receive support and assistance from ARL; 2.) ClimateQUAL® has a reputation as a well-tested instrument for climate assessment; and 3.) the University Library would be able to benchmark against other ARL libraries who have completed the survey.

The survey was sent to 520 University Library employees including faculty, academic professionals, academic hourlies, civil service staff, and graduate assistants. 312 valid surveys were completed for a response rate of 60%. Considering this was the first time the University Library has done a climate survey of all staff, we believe that a 60% response is good³. The full report based on the analysis of survey responses is available on the ClimateQUAL® FAQ site [<http://www.library.illinois.edu/assessment/climatequal/>]. The Working Group appreciated the responses received, including high response rates from several small units. As a reminder, any library or unit that had six or fewer responses was not identified in the report. Responses for individuals from these units were aggregated into a category labeled *All Else*. All data from the survey was anonymous. Minimal demographic information such as Title was captured through the survey. All responses were compiled offsite by ARL and no one at the University Library has access to the raw data.

¹ The Working Group included Cindy Ingold (Chair), Jim Cotter, Cindy Kelly, Qiang Jin, Sue Searing and Jen-chien Yu.

² More information about ClimateQUAL® can be found at <http://climatequal.org/>.

³ When ARL tested the generalizability of ClimateQUAL® across multiple library organizations, the overall response rate ranged from 66.29% to 85.77% (2007) and 45% to 81% (2008).

Based on the Table A: Demographic Frequencies in the full report, the Working Group found library staff with different demographic characteristics have participated in the survey. Therefore we believe that the data provided from the 2015ClimateQUAL® survey for the University Library provides a reliable baseline about how the current organization is operating. The Working Group does acknowledge that the response rate was not uniform across all units in the Library. Furthermore, the Library will need to address issues of concern in those units that are identified where the perceived climate appears to be less agreeable. Finally, there was a group of people who did not want to identify themselves. These individuals appear in the detailed tables (Tables D through P) as *No Group Identification*. The Working Group analyzed the *No Group* category in all of the tables and a few trends did emerge. This group of individuals, which numbered as high as 67 on some of the measures, provided lower scores on many of the organizational attitude scales, including job satisfaction, organizational commitment, organizational behaviors, and organizational withdrawal. The Working Group also noted that a majority of the open ended comments focused on issues of job satisfaction. While it is not possible to identify these individuals, the University Library must take these issues seriously, and identify ways to tease out more information about these perceived attitudes as well as finding ways to address these concerns.

Key Findings: Scales

The ClimateQUAL survey asks questions based on different scales. There are nine scales for **organizational climate**. Organizational climate refers to the interpretative frameworks shared by employees regarding the priorities of their organization and it helps them understand what behavior is rewarded, supported, and expected in the organization.

There are seven scales for **organizational attitude**. The information summarized in this section measures employee attitude on a number of different topics, such as their commitment to the organization, their satisfaction with their work, the extent to which they feel empowered.

Where the UIUC Library Performs BEST (Figure 1)

The UIUC mean score was compared with data collected at other ClimateQUAL® participating libraries (47 libraries, see Appendix A). When percentages are given in this section, the percentage is the figure where UIUC performed better than other institutions. For example, for Distributive Justice, UIUC is in the 80th percentile, which means that the University of Illinois library scores **better** than 80 percent of the participating libraries.

Figure 1: UIUC Library Performs BEST – Climate for Organizational Justice and Leadership



Note for the Figures: For each ClimateQUAL® scale, the best scores assessed by ClimateQUAL® participating libraries are represented in orange dots (●) and the worst scores assessed are represented in blue dots (●). The UIUC scores are shown in grey labels and connected in a blue curve line. The upper line of the yellow ribbon () area represents the UIUC scores and the lower line represents the average scores of all the participating libraries (Peer Average).

CLIMATE FOR ORGANIZATIONAL JUSTICE

- **Distributive Justice** (80th) reflects employees' perceptions regarding the extent to which the rewards they receive (e.g., pay, opportunities to advance, etc.) are adequate given their level of effort and work. Sample question: "Do the rewards in your division reflect the effort that division members put into their work".

This scale indicates that Library employees perceive the rewards they receive for doing their jobs are adequate.

- **Procedural Justice** (80th) addresses the fairness of procedures used to come to those outcomes (i.e. performance evaluations, amongst others). Sample question: "Have the procedures used to determine rewards been applied consistently".

This scale implies that Library employees perceive that procedures such as performance evaluations are fair and consistent.

- **Interpersonal Justice** (80th) refers to the extent other people in the workplace, such as supervisors, treat an employee fairly. Sample question "Has the authority figure who determines rewards treated division members in a polite manner".

This scale indicates that Library employees perceive that authority figures such as supervisors treat them fairly.

- **Informational Justice** (80th) refers to whether or not an employee has access to the information she needs. Sample question "Has the authority figure who determines rewards for your division explained procedures thoroughly".

This scale suggests that employees believe they have access to the information they need to perform their jobs.

CLIMATE FOR LEADERSHIP

- **Leader-Member Relationship Quality** (80th) refers to the quality of an individual's relationship with their immediate supervisor. Sample question: "I can count on my immediate supervisor to support me even when I'm in a tough situation at work".

This scale indicates that Library employees believe they have a good relationship with their immediate supervisors.

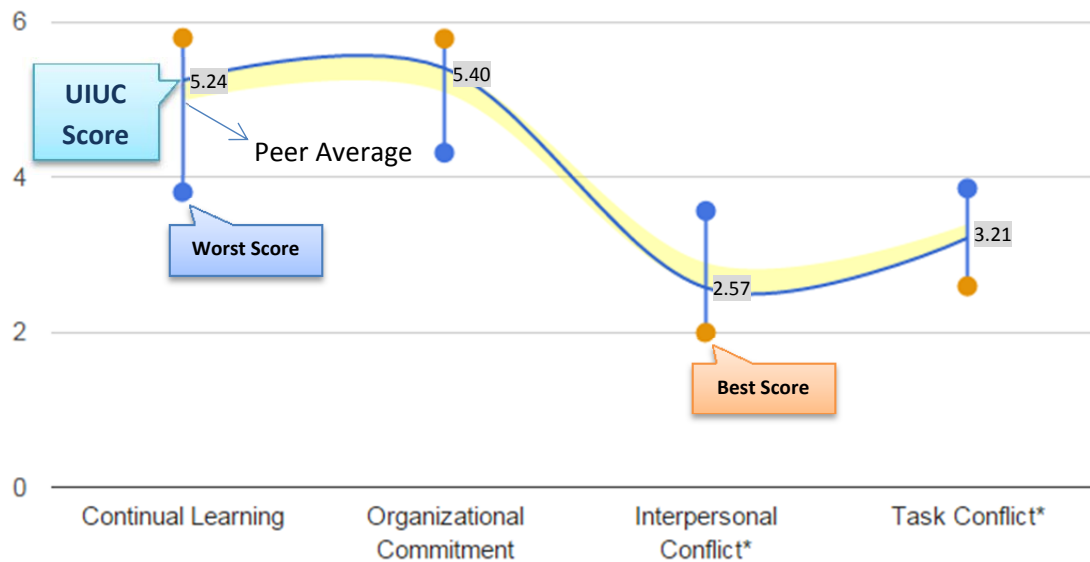
- **Authentic Leadership** (80th): Authentic leaders are ethical, honest, and inspiring. Sample question: “My immediate supervisor is convincing when communicating his/her vision”.

This scales shows that Library employees believe their supervisors are truthful.

Where the UIUC Library Performs Well (Figure 2)

The UIUC Library Also Performs Well for the Climate for Continual Learning, Organizational Commitment and the organizational attitude for Work Unit Conflict.

Figure 2: UIUC Library Performs Well – Continual Learning, Organizational Commitment and the Attitude for Work Unit Conflict*



*These scales are reverse scored. Lower scores are better.

CLIMATE FOR CONTINUAL LEARNING (75th)

- An organization with a Climate for Continual Learning has policies, practices, and procedures that emphasize continued employee education. Sample question: “There is excellent on-the-job training”.

This scale indicates that Library employees believe that continuing education opportunities and training are available.

CLIMATE FOR ORGANIZATIONAL COMMITMENT (75th)

- This refers to the extent to which an individual employee is dedicated to staying with, and feels positively about, this organization. Sample question: “I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful”.

This scale suggests that Library employees are dedicated to staying with the library.

ATTITUDE FOR WORK UNIT CONFLICT*

- **Interpersonal Conflict*** (10th) (lower score is better) refers to the amount of personal or emotional conflict amongst a work unit. Sample question: “How much jealousy or rivalry is there among members of your unit”.

This scale implies that Library employees feel there is a minimal amount of interpersonal conflict within their units.

- **Task Conflict*** (20th) (lower score is better) refers to the disagreements coworkers have over how to complete their tasks. Sample question: “How often do the members of your unit disagree about which procedure should be used to do your work”.

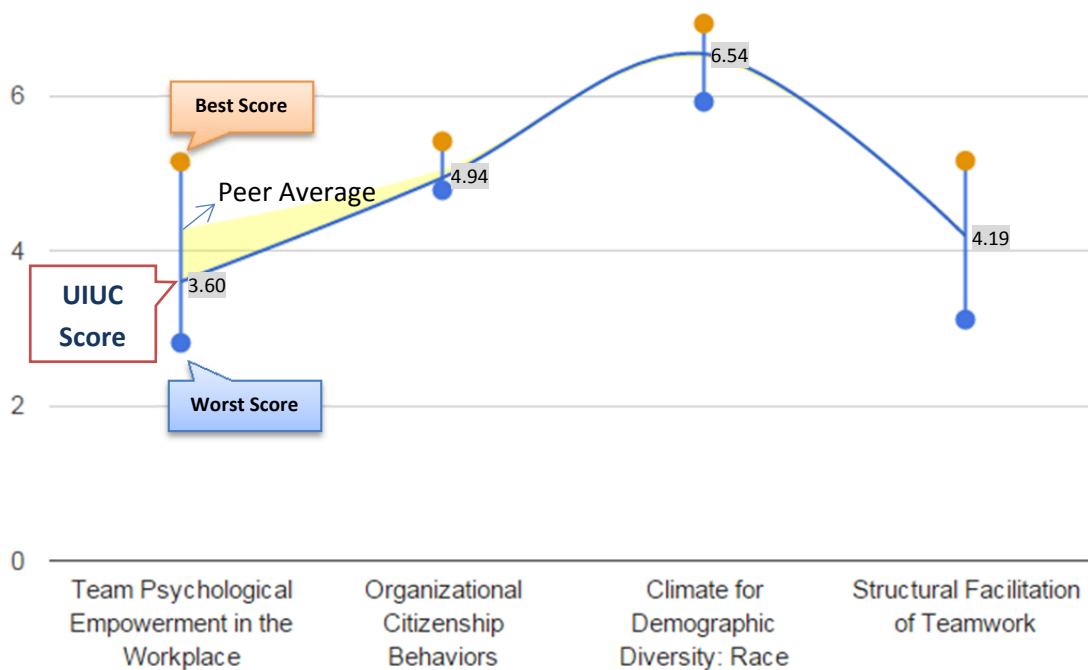
This scale suggests that Library employees believe they can complete tasks together as a team.

Where the UIUC Library Needs Improvement (Figure 3)

The following scales indicate areas where the University Library scored lower than peer institutions. As an example, the UIUC Library Team Psychological Empowerment scale score is only better than 10% of participating libraries. While these scores alone do not precisely reflect what all Library employees may perceive to be problems within the organization, the scores,

along with a close reading of the open-ended comments, do provide the University Library with some data about issues that we need to address.

Figure 3: UIUC Library Needs Improvement – Empowerment, Citizenship Behaviors, Diversity and Teamwork



- **Team Psychological Empowerment in the Workplace (10th)** reflects the extent to which an individual feels they can contribute to their team. Sample question: “People in my position can have a large impact on what happens in this Library”.

This scale indicates that University Library employees perceive they have little impact into what happens within the organization.

- **Organizational Citizenship Behaviors (30th)** is an activity not included in an employee’s job description that they nonetheless conduct to improve the organization. Sample question: “Give up time to help others who have work or non-work problems”.

This scale suggest that Library employees may not go beyond their assigned job responsibilities to help improve the climate of the organization.

- **Climate for Demographic Diversity: Race (40th)** refers to the extent to which the library supports racial diversity. Sample question: “The race of a team/work unit member does NOT affect how they are valued on this team/work unit”.

This scales indicates that Library employees believe that the University Library could do a better job in supporting racial diversity.

- **Climate for Teamwork: Structural Facilitation of Teamwork (40th)** refers to the degree to which the organization’s structure and policies facilitate and encourage teamwork. Sample question: “The structure of this organization helps facilitate teamwork.”

This scale implies that Library employees perceive that the organizational structure may not facilitate their work.

Key Findings: Comments

Along with the data we received 88 comments. The comments were analyzed using ATLAS.ti. From this analysis, several major themes emerged (in the order of number of occurrences, high-low): Job Satisfaction, Co-worker Support, Communication, Supervisor, Diversity and Leadership.

Next Steps

1. The Climate Survey Working Group will draft a proposal for a new team to be created to determine strategies to address issues raised in the ClimateQUAL® survey. A draft charge and suggested membership for a ClimateQUAL® Response Team will be sent to the Dean and the Executive Committee.
2. The Climate Survey Working Group will produce an executive summary of the ClimateQUAL® Survey to share with the Executive Committee and the Library by August 30, 2015.
3. The chair of the Climate Survey Working Group will meet with the chair of the Library Strategic Planning Committee to determine how we should map the information from the ClimateQUAL® survey to our strategic plan.

4. The ClimateQUAL® Response Team will recommend how to share information with units identified in customized teams especially
5. The ClimateQUAL® Response Team will discuss ways to gather additional information from the Library about the organizational climate. This may include brown bag discussions; focus groups; or even an online survey.
6. The ClimateQUAL® Response Team will share information with the University Library on a regular basis as the results continue to be analyzed.

Appendix A

ClimateQUAL® participating libraries from recent years are listed below. The complete list of all participating libraries is available online at <http://climatequal.org/about/partners>.

University of Alberta Libraries
University of Arizona Library
Arizona State University
Boston College
University of the California, Berkeley
University of California, San Diego
Carnegie Mellon University
University of Connecticut Libraries
Cornell University Library
Duke University Libraries
Emory University
George Mason University
University of Hawaii at Manoa Library
University of Houston Libraries
University of Illinois at Chicago
Illinois State University, Milner Library
University of Iowa
Johns Hopkins University
University of Kansas Libraries
Kansas State University Libraries
University of Leicester
Loyola Marymount University
Marquette University Libraries
University of Maryland Libraries

University of Massachusetts Amherst
Massachusetts Institute of Technology
McGill University Library
McMaster University Libraries
University of Memphis University Libraries
University of Michigan
Montana State University Libraries
University of Montana-Missoula
University of Nebraska at Omaha
University of Nebraska-Lincoln Libraries
New York University Libraries
University of North Carolina at Greensboro
Northwestern University Library
Nottingham Trent University
Oberlin College Library
University of Rochester
Texas A&M University, College Station
University of Texas at Austin
Virginia Commonwealth University Libraries
Wayne State University
University of the West of England, Bristol
Western Carolina University
University of York